
COMMUNITY DEVELOPMENT



PLANNING & COMMUNITY DEVELOPMENT

MISSION STATEMENT

The mission of the Department of Planning and Community Development is to apply the highest quality planning and regulatory principles to preserve, protect and enhance Norfolk's developed and natural environments.

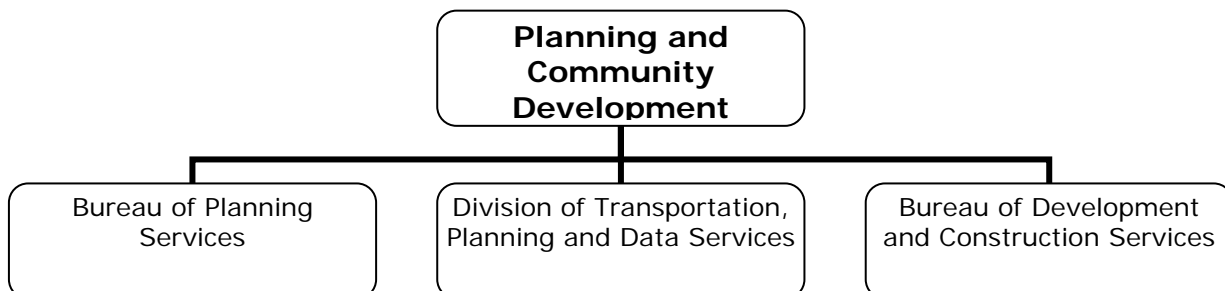
DEPARTMENT OVERVIEW

The department produces and maintains the Comprehensive Plan which includes policy guidance on transportation, economic development, neighborhood planning, land use/zoning, and the location of public facilities. The department also provides comprehensive planning information and makes recommendations on the following:

- Land use policies
- Community development activities
- Facilities
- Transportation
- Economic development
- Protection and enhancement of coastal resources
- Compliance with the Chesapeake Bay Protection Act

Another key function of the department is to maintain the zoning ordinance to regulate land use and development practices throughout the City. These activities are accomplished through coordination of the site plan review process, which ensures technical compliance of construction projects in accordance with the City's various codes and ordinances. In addition, the department is responsible for ensuring building safety by reviewing requests, issuing permits, inspecting construction work, managing elevator inspections, cross connections safety program and enforcing the Virginia Uniform Statewide Building Code.

The department also staffs various commissions and boards including the Planning Commission and provides advice to property owners and developers on the development of parcels of land in the City while remaining in compliance with various regulatory programs.



BUDGET HIGHLIGHTS

The total FY 2007 budget for the Department of Planning and Community Development is \$4,712,500. This is a \$157,300 decrease over the FY 2006 budget. This 3.2 percent decrease is attributable to a decrease in personnel costs associated with the FY 2006 personnel reorganization, which transferred the Housing Division to Neighborhood Preservation.

KEY GOALS AND OBJECTIVES

- To ensure through systematic review that all activities undertaken by the department contribute to the continued growth and revitalization of Norfolk as a most desirable community to live, and work, and reinforce the role of Norfolk as the economic and cultural hub of Hampton Roads.
- To manage the process of updating the Norfolk Comprehensive Plan in terms of visioning, functional planning, design studies and plans, marshaling of resources, coordination of supporting information, policy analyses and recommendations, and development of appropriate implementation strategies.
- To maintain and nurture appropriate liaisons and relationships with citizens, City departments and agencies, City administration and City Council, as well as state and federal officials, in order to better carry out the mission of the department.
- To assist citizens, contractors, property owners, architects, engineers, designers to achieve their desired construction, alterations, repairs and enhancements to buildings and structures within the City of Norfolk in compliance with all applicable codes and ordinances.
- To help encourage through planning and zoning activities new investment and reinvestment in the community so as to maintain and help property values grow.
- To improve land use regulations and processes to guide and ensure that new and infill development supports and enhances existing neighborhoods through use of compatible architectural styles and housing types.
- To improve access to current land use and zoning information and development requirements for interested parties.
- To facilitate the review and approval of development projects consistent with approved plans in the downtown and other revitalizing sections of the City such as Ocean View and those projects sponsored by the local institutions of higher learning and the Medical Center institutions.
- To manage the City's design review process as spelled out in the City code for maximum effectiveness in approving projects with high quality urban design in harmony with their settings.
- To continue to be responsive to citizens, developers, City Council and City departments in all areas of coastal resource regulation. Transition and integrate the permits and inspections tracking system for the wetlands program, erosion and sediment control, Chesapeake Bay Preservation Area oversight, and site plan review to ensure code compliance.
- To provide leadership and expertise in assisting the City to maintain and replenish its beaches to protect personal and property investment and limit storm damage associated with hurricanes and other storms.

- To maintain a state of preparedness to provide prompt, accurate preliminary damage assessment to all levels of government so as to accelerate recovery, in the event of disaster.

PRIOR YEAR ACCOMPLISHMENTS

- Co-Sponsored the infill Housing Workshop in partnership with TBA, ULI, and NRHA, with an attendance of over 240 real estate professionals.
- Earned an Excellent rating for Building Code Effectiveness from the Insurance Services Organization (ISO) demonstrating our strength of enforcing building safety codes.
- Provided assistance to all applicants and managed the process with the Planning Commission and City Council for rezoning, special exceptions, street closures and development certificates, and Board of Zoning Appeals applications.
- Facilitated development projects initiated by several of the City's institutions (the Medical Center, Norfolk State University, Old Dominion University); analyzed and made recommendations concerning the issuance of Development Certificates in the Downtown and Pedestrian Commercial Overlay zoning districts; and managed the commercial corridor and business façade incentive programs.
- Implemented a new statewide building code; the 2003 editions of the International Building Code, International Existing Building Code, International Residential Code, International Plumbing Code, International Mechanical Code, International Fuel Gas Code, International Energy Conservation Code, and the 1999 National Electrical Code.
- Participated and supported the second annual Homearama in Broad Creek. This year's successful Homearama was a result of hard work and coordination with NRHA, TBA, and all City of Norfolk Departments.

Expenditure Summary				
	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED
Personnel Services	3,747,907	4,210,415	4,362,612	4,403,692
Materials, Supplies and Repairs	159,286	139,220	160,873	140,675
General Operations and Fixed Costs	129,002	143,933	156,169	148,133
Equipment	37,649	18,654	(29,900)	20,000
All Purpose Appropriations	340,738	197,066	220,046	-
TOTAL	4,414,582	4,709,288	4,869,800	4,712,500

Programs & Services

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED	POSITIONS
DIRECTOR'S OFFICE				
Management, Administration and Operations	906,470	492,464	343,327	4
Provide leadership and guidance to all service areas and operating and budgetary support for the department's activities.				
DIVISION OF TRANSPORTATION AND DATA SERVICES				
Transportation Services	83,987	249,033	294,954	2
Prepare analyses and recommendations pertaining to all transportation modes with emphasis on highway needs.				
BUREAU OF DEVELOPMENT & CONSTRUCTION SERVICES				
Development Services	106,815	112,798	276,616	4
Provide analyses, support and coordination for planning and development initiatives. Assist residents, developers and institutions with their proposed development projects. Manage the collection, analysis, and dissemination of the various data bases and the mapped display of information.				
Zoning Services	577,765	614,274	592,449	11
Administer and enforce the Zoning Ordinance and land use regulations and propose City-sponsored amendments to the Zoning Ordinance and Zoning Map as warranted. Process proposed changes to the Zoning Text/Zoning Map as proposed by the public. Staff and manage the zoning public hearing process. Provide staff to the Board of Zoning Appeals and administer that process.				
Environmental Services	148,793	144,248	148,534	2
Provide land use assistance in areas of coastal resources. Ensure adherence to the Chesapeake Bay Preservation Act; administer erosion and control program; and analyze environmental issues. Coordinate/secure regulatory approvals for the City's beach replenishment programs.				
Planning Administrative Services	195,451	222,863	167,687	3

Programs & Services

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED	POSITIONS
DIVISION OF HOUSING AND NEIGHBORHOODS				
Housing Services*	249,963	423,139	-	0
The Housing Services Bureau is responsible for the development and implementation of programs to enhance the quality, design, marketability and affordability of Norfolk's existing and new housing stock.				
BUREAU OF BUILDING CONSTRUCTION SERVICES				
Construction Inspections	1,563,424	1,626,113	1,905,803	29
Inspect all permit-regulated work to ensure compliance with approved plans and the Virginia Uniform Statewide Building Code. Inspect all projects numerous times to provide for buildings safety.				
Construction Operations	543,418	556,626	649,164	12
Review and approve all permit applications and review construction documents for compliance with Uniform Statewide Building Code and numerous model building codes.				
Building Construction Administrative Services	333,202	355,600	333,966	7
Provide administrative support, documentation preparation and records retention for all services.				
TOTAL	4,709,288	4,869,800	4,712,500	74

* In FY 2006, Housing Services was moved to the department of Neighborhood Preservation.

Strategic Priority: Economic Development

TACTICAL APPROACH

To improve the overall aesthetic impression of the City of Norfolk, and guide new development in line with City policies.

Program Initiatives	FY 2004	FY 2005	FY 2006	FY 2007	Change
Design Review Items	125	132	141	145	4
Zoning Appeals	75	85	89	94	5
Building Plan Review Detailed	3,277	3,293	3,304	3,321	17
Permits Issued by Counter	11,680	12,315	12,347	12,409	62

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2006 Positions	Change	FY 2007 Positions
Accounting Technician	OPS07	24,871	39,762	1		1
Administrative Assistant II	MAP03	31,215	49,900	2	-1	1
Administrative Secretary	OPS09	29,090	46,508	2		2
Administrative Technician	OPS08	26,885	42,978	3	-1	2
Architect II	MAP11	51,040	81,597	2	-2	0
Architect III	MAP12	54,461	87,063	1	-1	0
Assistant Director of Planning	SRM06	61,441	108,136	2	-1	1
Business Manager	MAP08	42,207	67,471	1		1
City Planner I	MAP06	37,325	59,669	1	1	2
City Planner II	MAP08	42,207	67,471	5	-2	3
City Planner III	MAP10	47,871	76,528	3	-3	0
City Planning Manager	SRM03	51,223	90,154	3		3
City Planning Technician	OPS10	31,504	50,362	1	1	2
Code Official	SRM06	61,441	108,136	1		1
Codes Enforcement Team Leader	MAP08	42,207	67,471	5		5
Codes Records & Research Manager	MAP10	47,871	76,528	1		1
Contract Administrator	MAP10	47,871	76,528	1	-1	0
Deputy Code Official	MAP11	51,040	81,597	1		1
Director of Planning	EXE03	81,548	141,018	1		1
Environmental Services Manager	SRM05	57,745	101,631	1		1
Permit Technician	OPS08	26,885	42,978	1	1	2
Permits Specialist	OPS11	34,151	54,598	3	1	4
Principal Codes Specialist	OPS 13	40,239	64,330	0	2	2
Principal Planner	MAP 11	51,040	81,597	0	1	1
Public Services Coordinator I	MAP06	37,325	59,669	1	-1	0
Senior City Planning Technician	OPS11	34,151	54,598	1		1
Senior Planner	MAP10	47,871	76,528	0	2	2

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2006 Positions	Change	FY 2007 Positions
Senior Codes Specialist	OPS12	37,053	59,233	19	1	20
Senior Permits Specialist	OPS13	40,239	64,330	3	2	5
Support Technician	OPS06	23,029	36,814	4		4
Zoning Enforcement Coordinator	MAP09	44,932	71,833	1		1
Zoning Enforcement Specialist II	OPS11	34,151	54,598	2		2
Zoning Enforcement Specialist III	OPS13	40,239	64,330	1	1	2
TOTAL				74	0	74

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DEVELOPMENT

MISSION STATEMENT

The City of Norfolk's Department of Development strives to create wealth for the City with a customer driven approach that promotes wealth growth and wealth importation. It is wealth creation that will allow the Department of Development to contribute positively to the City of Norfolk's status as a great place to live, work, learn and play.

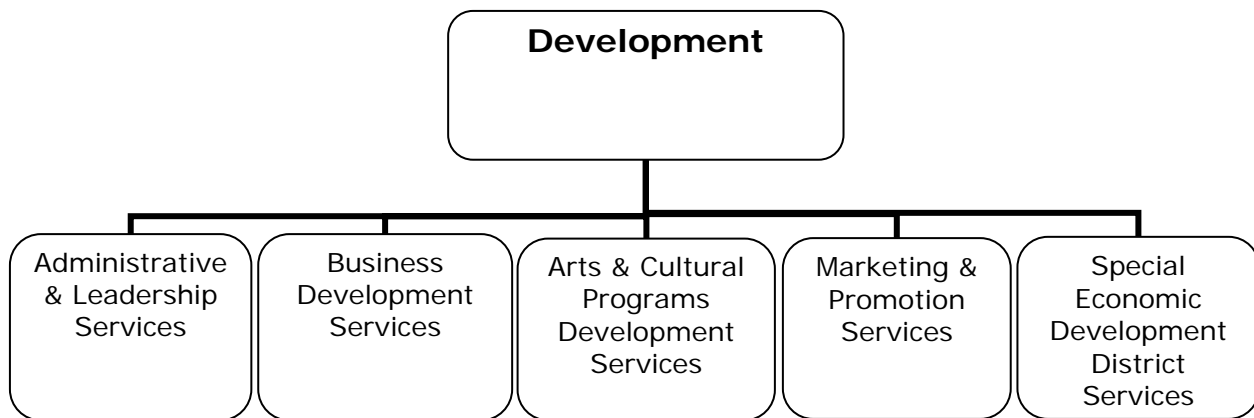
DEPARTMENT OVERVIEW

The Department of Development focuses on the attraction, retention, and expansion of businesses in the City. The department has adopted an industry specific approach to grow the existing business base, thereby increasing revenues for the City and creating new employment opportunities for citizens.

Special District Programs, such as the Empowerment Zone, Enterprise Zone, and HUB Zone programs provide federal, state, and local incentives for new and existing businesses located in targeted areas throughout the City.

The department also provides support to local cultural organizations to facilitate community outreach to enrich cultural amenities and enhance the quality of life for citizens. Activities of the department include:

- Promote the competitive advantages of a Norfolk location, its business parks and special districts to businesses expanding and/or relocating to the area.
 - Continue to update, innovate and promote utilization of our free to the public website, www.norfolknavigator.com, which provides custom demographic and business profile data on-line. This GISplanning.com software subscription enables the site selection of properties throughout the city that are available for lease and sale. The site is enhanced by data layers, additional search tool application and we hope to be able to add more city properties soon.
 - Enhance the selection of profile and research information available on the www.norfolkdevelopment.com website. Promote usage of the photo gallery.
 - Produce Norfolk Development Special Reports on a variety of current topics in order to track progress reflecting business segment and investment.
 - Promote and advance the collaboration of businesses with regional university research initiatives for applied technologies.
 - Promote, advance and utilize the role of the arts, cultural programming throughout the city, encouraging businesses and citizens to recognize the impact that results in a positive quality of life and stimulates innovation.
 - Participate in logistics and programming of Black Expo event that serves the minority and women small business segment with networking, seminars and trade show events.
 - Conduct tours showcasing current development projects and development sites. Trade show participation includes information about Norfolk's Special Districts and Programs.
 - Attract minority businesses and investment.
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BUDGET HIGHLIGHTS

The total budget for the Department of Development is \$2,408,200. This is a \$378,200 increase over the FY 2006 budget. This 18.6 percent increase is attributable to funding for attracting and growing the City's economic base. Funds are provided to support work associated with the potential loss of the Ford automobile plant.

KEY GOALS AND OBJECTIVES

Work with existing businesses, local business organizations, and neighborhood civic leagues to enhance the business and neighborhood commercial corridors.

- Assist local arts and cultural organizations that promote the arts throughout the community.
- Continue to develop our Small, Minority, and Women-Owned Business Program.
- Increase the tax base by attracting new businesses to the City that complement existing industrial and business strengths and assisting existing businesses with their expansion needs.
- Identify and facilitate land redevelopment opportunities.

PRIOR YEAR ACCOMPLISHMENTS

Expansions and new development exceeding \$670 million, The Spectrum at Willoughby Point, Ghent South Towers, 201 Twenty-One, Hilton Hotel and Conference Center, Taylor's Landing, Hoffler Development, Virginia Eye Consultants, Dister, Inc., Merritt Press, Franklin Building and the downtown district continues to fill in and expand beyond the traditionally defined core area.

Housing Initiatives

- Harbor Heights – Mixed use development of 99 residential units, Tidewater Community College administrative offices, and urban market with structured parking
- Bristol at Ghent and The Row at Ghent – 268 rental and 90 condominium units
- Brambleton & Duke Sts. - Mixed apartments and townhouse units
- Granby Towers – 300 condominium units

- Spectrum at Willoughby Point – 300 condominium units, restaurant, marina, and retail
- Knitting Mill Commons – 24 rental units
- Madison Hotel – condominium conversion 45 units, 2 penthouses
- 201 Twenty-One – 244 upscale rental units, parking and retail space

Diversity Business Initiatives

- Joint minority marketing program with City of Portsmouth
- Small Minority & Woman Owned Business Program
- VECTEC (Virginia Electronic Commerce Technology Center)
- ODU-TAC (Technology Applications Center)
- Participated in Black Enterprise Magazine Conference/Black Hoteliers

Expenditure Summary				
	FY2004 ACTUAL	FY2005 ACTUAL	FY2006 APPROVED	FY 2007 APPROVED
Personnel Services	1,325,254	1,423,814	1,490,063	1,533,067
Materials, Supplies and Repairs	26,744	21,204	25,923	16,119
General Operations and Fixed Costs	488,244	472,493	514,014	859,014
TOTAL	1,840,242	1,917,511	2,030,000	2,408,200

Programs & Services				
	FY2005 ACTUAL	FY2006 APPROVED	FY 2007 APPROVED	POSITIONS
Administrative & Leadership Services	904,867	898,132	1,274,699	8
Provide leadership, coordination and management of the economic development programs of the City of Norfolk.				
Business Development Services	552,942	636,394	641,392	9
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
Arts & Cultural Programs Development Services	52,366	65,773	68,622	1
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
Special Economic Development District Services	83,010	116,453	118,812	1

Programs & Services

	FY2005 ACTUAL	FY2006 APPROVED	FY 2007 APPROVED	POSITIONS
Coordinate and administer work directed to the department to assist in the delivery of Empowerment Zone initiatives. Provide support, as needed to the Enterprise Zone programs.				
Marketing & Promotion Services	324,326	313,248	304,675	1
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
Total	1,917,511	2,030,000	2,408,200	20

Strategic Priority: Economic Development, Community Building, Regional Partnerships

TACTICAL APPROACH

Increase the City's economic base over the prior business tax base

PROGRAM INITIATIVES	FY 2004	FY 2005	FY 2006	FY 2007	CHANGE
Businesses attracted to City	30	32	30	32	2
Business expansions in City	24	26	28	30	2
Increase business tax base	3.0%	3.0%	3.0%	3.0%	No CHANGE

TACTICAL APPROACH

Increase the utilization of Norfolk's real estate

PROGRAM INITIATIVES	FY 2004	FY 2005	FY 2006	FY 2007	CHANGE
Expand commercial tax base	3.0%	3.0%	3.0%	3.0%	No CHANGE

TACTICAL APPROACH

Promote regional, national and international awareness of Norfolk's strategic advantage as a culture and business center of the southeastern coastal region.

PROGRAM INITIATIVES	FY 2004	FY 2005	FY 2006	FY 2007	CHANGE
Technical assistance to arts organizations	50	45	42	48	6
Arts within reach average attendance	75	142	115	125	10
Sustain growth in major arts organizations' cumulative budgets	7%	2.5%	1.7%	4.1%	2.4%

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2006 Positions	Change	FY 2007 Positions
Administrative Analyst	MAP08	42,207	67,471	1		1
Administrative Secretary	OPS09	29,090	46,508	1		1
Administrative Technician	OPS08	26,885	42,978	2		2
Arts Manager	SRM01	45,697	80,426	1		1
Assistant Director of Marketing	SRM06	61,441	108,136	1		1
Assistant Director of Development	SRM06	61,441	108,136	1		1
Business Development Manager	SRM02	48,346	85,091	6		6
Director of Development	EXE03	81,548	141,018	1		1
Manager of Special Districts & Programs	SRM01	45,697	80,426	1		1
Office Assistant	OPS03	18,384	29,392	1		1
Senior Projects Manager	SRM01	45,697	80,426	1		1
Senior Business Development Manager-Commercial	SRM02	48,346	85,091	1		1
Senior Business Development Manager-Maritime	SRM02	48,346	85,091	1		1
Senior Business Development Manager-Finance	SRM03	51,223	90,154	1		1
TOTAL				20	0	20

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